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# ORGANIZATIONAL AND FINANCIAL ASPECTS OF MANAGEMENT OF TOURIST ENTERPRISES IN NATIONAL PARKS: A COMPARATIVE ANALYSIS OF CHINA AND KYRGYZSTAN

## ABSTRACT

The aim of the research is to establish the organizational and financial aspects of managing tourism enterprises within national parks using the examples of China and Kyrgyzstan.

Effective management of tourism enterprises within natural parks requires a meticulously balanced approach in allocating financial resources. The proposed distribution system forms the foundation for harmonizing the development of tourism infrastructure and the comprehensive management of natural assets. Conclusions drawn from the investigation of national parks in China and Kyrgyzstan highlight the contrast in management and financing approaches between economically developed countries and those in developmental stages, necessitating systemic solutions to support the industry. Against the backdrop of global pandemic constraints, the fundamentals of tourism management have shifted, impacting tourist flows and profitability while simultaneously revealing prospects for future sustainable growth.

The proposed organizational and management scheme crafts a strategic plan to navigate the financial aspects of managing tourism enterprises within national parks. This innovative scheme is adaptable to the dynamic financial challenges inherent in the ecotourism field. The ecotourism management scheme effectively segregates the intricacies of financial management into two distinct yet interconnected domains: tourism management and natural asset management. The former encompasses financial aspects related to reservations and operational activities, while the latter concentrates on biodiversity conservation, fostering collaboration with local communities, preserving cultural heritage, and implementing agrarian reforms.

**Keywords:** ecotourism, sustainable development, pandemic, tourism operators, nature conservation, cultural heritage, China, Kyrgyzstan, balanced management, organizational and financial aspects

**JEL Classification:** L8, Z3, F64, N5, O44, G29

## INTRODUCTION

The relevance of investigating the organizational and financial aspects of managing tourist enterprises within national parks is undeniable in today's dynamic global landscape. As the world witnesses an increasing demand for sustainable tourism practices, the effective management of tourist enterprises within national parks becomes crucial. National parks, renowned for their rich natural and cultural heritage, serve as vital hubs for ecotourism and recreational activities. However, the delicate balance between tourism development, conservation, and financial sustainability poses intricate challenges.

This study addresses this pressing need by conducting a comparative analysis of China and Kyrgyzstan, two countries with distinct socio-economic backgrounds and tourism landscapes. The findings of this research can offer valuable insights into the strategies and mechanisms employed in the management of tourist enterprises within these natural habitats. The implications extend beyond the confines of these countries, influencing the broader discourse on sustainable tourism practices, fostering economic growth,

and preserving natural and cultural treasures. In the face of environmental concerns and the evolving expectations of travelers, comprehending the intricacies of managing such enterprises is paramount.

In the realm of sustainable tourism development, an exploration of the organizational and financial intricacies of managing tourist enterprises within national parks holds significant importance. This study undertakes a comparative analysis focusing on the distinct contexts of China and Kyrgyzstan, shedding light on the diverse approaches and strategies employed in these two countries. The research delves into the intricate interplay of organizational structures and financial considerations, aiming to decipher the factors that contribute to the efficacious management of tourist enterprises within the confines of these natural sanctuaries.

Examining the management of tourism businesses within national parks, particularly in the context of ecotourism, cultural heritage, and agrarian reforms, holds significant practical significance in today's society. With the escalating popularity of tourism and the rise of national parks as appealing travel spots, potential challenges emerge. Effective administration of tourism enterprises plays a vital role in conserving natural assets, safeguarding cultural legacy, and fostering the sustainable progress of indigenous communities (Troian et al., 2023; Dooranov et al., 2022; Prokopenko et al., 2019).

Ecotourism in China's national parks plays a key role in preserving unique nature. Restrictions on construction and infrastructure development within the park help prevent negative impacts on ecosystems. The example of China's Zhangjiajie National Park demonstrates the successful implementation of ecotourism and the conservation of natural diversity (Wang et al., 2023; Shvets et al., 2022; Teczke et al., 2022).

The cultural heritage in Kyrgyzstan's national parks is an important element of attractiveness for tourists. Studying the experience of the Kyrgyz Ala-Archa National Park, we see that the preservation of historical sites and traditional culture helps to attract tourists who are interested not only in nature but also in the culture of Kyrgyzstan (Imanberdieva et al., 2018; Beksultanova et al., 2021, Taylor, 2023).

Implementing agrarian reforms has the potential to enhance the growth of ecotourism within rural sectors of national parks. Introducing agroecological farms and promoting eco-rural tourism can play a pivotal role in ensuring the viability of local agricultural endeavors while also appealing to tourists who seek experiences that encompass not only nature but also rural lifestyles and cultural traditions (Milaré, Azevedo & do Vale, 2020; Redko et al., 2022; Bozhkova & Halytsia, 2022).

Hence, the significance of the selected research direction is validated, as its outcomes play a role in establishing equilibrium between the advancement of tourism and the safeguarding of both natural assets and cultural legacy. Through the examination of China and Kyrgyzstan's practices, effective strategies and challenges can be pinpointed, thereby aiding in informed choices concerning the administration of tourism establishments within national parks and the execution of agrarian reforms.

## LITERATURE REVIEW

The management of tourist enterprises within national parks encompasses a complex interplay of organizational and financial elements. This study delves into the intricacies of this multifaceted field, exploring how these aspects are navigated in the context of national parks. As destinations of immense ecological and cultural significance, national parks require specialized management strategies that balance the goals of conservation, tourism development, and financial sustainability (Nguyen & Jones, 2022; Yakymchuk et al., 2023; Hailiang, Chau & Waqas, 2023).

By investigating the organizational structures, operational frameworks, and financial mechanisms of such enterprises, this study seeks to shed light on effective practices that ensure the harmonious coexistence of these objectives. Analyzing cases from diverse national park settings, this research aims to contribute valuable insights into the optimization of management strategies that safeguard natural and cultural resources while fostering economic viability (Bohorquez et al., 2022; Wang, Yang & Yue, 2022; Jänis, 2023).

As the global focus on sustainable tourism intensifies, understanding the nuances of managing tourist enterprises within national parks becomes pivotal. The outcomes of this study hold the potential to inform policy decisions, industry practices, and academic discourse, contributing to the broader endeavor of nurturing responsible and balanced tourism within these vital natural sanctuaries (Shang et al., 2023; Ip et al., 2023; Islam et al., 2023).

The management of tourism enterprises within national parks is intricate and demands a harmonized strategy that considers the desires of visitors, preservation of natural assets, and backing of indigenous communities. Resolving this challenge hinges on the efficient collaboration among governmental bodies, corporate entities, research institutions, and local populations (Havierníková, Lemańska-Majdzik & Mura, 2017; Oleśniewicz et al., 2020; Saienko et al., 2021).

Although ecotourism can foster local progress, its presence in national parks may lead to detrimental effects on the environment, including pollution, degradation of ecosystems, and heightened emissions. Striking a harmonious equilibrium between advancing tourism and safeguarding natural diversity becomes imperative (Huang et al., 2023; Baloch et al., 2023; Phil, 2022).

When developing tourism in national parks, it is necessary to take into account the preservation of the cultural heritage of local peoples and ethnic groups living in these regions. Tourism can affect the authenticity of traditions and customs, so it is important to encourage cultural exchange and the maintenance of traditions (Yang et al., 2023; Mzembe, Koens & Calvi, 2023; Mousazadeh et al., 2023).

National parks are often located on land that was previously used for agricultural purposes. Implementing agrarian reforms can be a challenging process, as it requires a balanced approach between nature conservation and ensuring the economic viability of local communities (Lyll, Colloredo-Mansfeld & Quick, 2020; Nugroho, 2023; Luo et al., 2023).

Exploring the practices of implementing ecotourism within national parks in China and Kyrgyzstan holds significance for various reasons. Primarily, it facilitates the proficient growth of tourism in these areas and offers valuable insights applicable to other nations. Analyzing both the favorable and unfavorable elements of China and Kyrgyzstan's experiences aids in comprehending the art of harmonizing tourism expansion with the preservation of natural assets within national parks (Li et al., 2023; Shi, 2023; Heyneman, 2019).

Additionally, the arrangement of tourism activities within national parks can potentially exert adverse effects on the environment. Examining the practices from these nations' perspectives will facilitate the discovery of efficient strategies for safeguarding natural assets and implementing a sustainable ecotourism model. Furthermore, it holds significance to consider the cultural attributes of indigenous communities to guarantee the safeguarding and perpetuation of their cultural legacy (Karabassov et al., 2023; Sobhani et al., 2023; Sahahiri, Griffin & Sun, 2023).

Furthermore, an examination of China and Kyrgyzstan's ecotourism practices can serve as a valuable resource for enhancing the competitiveness of tourist destinations in other nations. Implementing the proven effective techniques and solutions from these countries has the potential to elevate the allure of national parks among tourists, fostering greater stability and profitability within the tourism sector (Lasso & Dahles, 2023; Koshim et al., 2023; Sivakami, Bindu & George, 2023).

Furthermore, an exploration of ecotourism management practices in these nations can facilitate the advancement of global collaboration within the realm of tourism. The sharing of insights and expertise will play a pivotal role in shaping collaborative endeavors and tactics aimed at safeguarding both natural and cultural assets, thereby fostering a harmonious and sustainable coexistence of tourism and local livelihoods (Thompson, 2022; Thong, Mohamad & Lo, 2022; Ching et al., 2019).

Overall, delving into the ecotourism practices observed in national parks of China and Kyrgyzstan holds paramount significance in fostering the growth of conscientious and sustainable tourism. By examining these experiences, we can gain valuable insights into proficient approaches to fostering growth, preserving natural resources and cultural legacy, and fostering global collaboration to underpin the enduring advancement of tourist destinations (Xie et al., 2023; Gong et al., 2023; Jenish, 2018).

On the other hand, national parks have a corresponding economic potential, which is determined by their specific advantages and disadvantages (Table 1).

Parameter	Advantages	Disadvantages
Intensification of tourist flows	National parks attract a large number of tourists, which generates significant revenues from tourism activities. This includes income from entrance fees, tours, excursions, restaurants, hotels, and other tourist services.	The increased flow of tourists can cause environmental pollution and wear and tear on natural sites. Some tourists may not be sufficiently aware of the importance of protecting nature and cultural heritage, which can lead to irresponsible behaviour.
Infrastructure development	Enhancing the tourism landscape within national parks necessitates the enhancement of facilities like roadways, lodging, camping sites, visitor hubs, and more. This presents prospects for construction enterprises, transportation entities, and providers of various infrastructure services.	The increased flow of tourists may lead to congestion and increased traffic in the park. This can negatively affect the park's roads and infrastructure. Tourism activities may interfere with natural processes in the park, such as animal reproduction and migration, plant growth, and other ecological processes.

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**Table 1.** Continued

Parameter	Advantages	Disadvantages
Biodiversity	The popularity of parks can help to attract funding and support for biodiversity conservation and nature protection, which is essential for ecosystems and sustainable development.	Increased tourist activity can lead to a decline in biodiversity due to the destruction of natural habitats for animals and plants.
Cultural heritage	In the tourist areas of national parks, shops can be located where you can buy souvenirs and local products. This creates opportunities for small business development and promotion of local craftsmen and raises funds for the preservation of the cultural heritage of local communities.	Increased tourist flows can lead to the commercialisation and alteration of the authentic cultural heritage of local communities, which can deprive them of their uniqueness and attractiveness to tourists.
Local communities and communities	Tourism activities in parks can contribute to the development of local communities by attracting investment and creating jobs for local residents.	Unregulated tourism can adversely affect local communities, specifically by intensifying strain on their resources and infrastructure.
Agritourism and rural tourism	National parks may have areas inhabited by local villagers who offer agritourism experiences and a unique insight into rural life.	Dependence on tourism can be risky for rural areas, as the seasonality and variability of tourism activities can lead to instability in the economy and employment.

Based on the global challenges of our time and the corresponding adaptive business transformations (Gavrylenko, 2008; Gevorgyan & Baghdasaryan, 2021; Dykan et al., 2021; Ponomarenko, 2022), we will review the results of relevant studies on the management methods of tourism enterprises operating in national parks (Table 2).

**Table 2. Analytical review of relevant studies on management methods of tourism enterprises operating in national parks.**

Publication	National Park	Key findings from the study	Impact on the subject area
Mandić (2023)	Plitvice Lakes National Park, Croatia	The author observes that the worldwide impact of the coronavirus pandemic has led to a reduction in tourist influx and the associated impact on the conservation areas within the national park. Consequently, funding for reserve maintenance and management has diminished, adversely affecting local communities. The author presents a risk evaluation framework as a solution to facilitate the well-organized administration of conservation zones in national parks.	The findings of the research highlight the necessity to strike an equilibrium between the level of tourism activity (and consequent financial support for national parks and local communities) and the safeguarding of the inherent ecological value within the protected zones.
Telbisz et al. (2023)	Apuseni Nature Park, Romania	The study found that tourists visiting national parks are more likely to support ideas for the development of tourist infrastructure, which is primarily aimed at preserving the natural potential and raising awareness of the significant social role of protected areas, than for entertainment and passive recreation.	This aspect indicates the existence of a public demand for the preservation of the natural potential of national parks and the formation of a rational and balanced tourism infrastructure.
Chikuta, du Plessis & Saayman (2023)	National Parks of South Africa (SANPARKS) and Wildlife Management Authority of Zimbabwe (Zim-Parks)	The study's researchers have highlighted a concern wherein financially capable tourists with physical disabilities are unable to directly access national parks due to the absence of appropriate infrastructure catering to limited mobility needs. Consequently, there is a pressing requirement to enhance the inclusivity and accessibility of protected areas within national parks for potential visitors with disabilities.	The study findings underscore the necessity of establishing tourism infrastructure aimed at facilitating direct visits to national parks for individuals with disabilities. This imperative emphasizes the crucial task of enhancing the accessibility of the studied natural sites to accommodate potential tourists and patrons with limited mobility.
Pereira et al. (2023)	Ciremai National Park, Indonesia	The authors have identified the pivotal contribution of local communities in both infrastructure development and the safeguarding of the innate natural potential within national parks. The study explores a partnership system wherein local communities assume a strategic role in the advancement and protection of the preserved zones within the national parks.	The study found that in order to organise an appropriate system of management and tourism in national parks, it is necessary to fully involve local communities.
Bahamonde-Rodríguez, Šadeikaitė & García-Delgado (2023)	Sierra de Aracena and Picos de Aroche, Sierra Norte de Sevilla and Sierra de Hornachuelos, Spain	The authors emphasize the necessity of involving the local populace in crafting distinctive tourist experiences and the corresponding recreational facilities centered around the protected zones within national parks. Concurrently, the authors underscore that collaboration between pertinent government bodies and the local inhabitants in addressing tourist requirements and serving national parks not only fosters the growth and ecological conservation of the examined natural sites but also directly influences the economic prosperity and enduring progress of local communities.	The results of this study confirm the need for greater involvement of local communities in the optimal and balanced business organisation of the natural resource management system of national parks, which will not only contribute to the conservation of the natural objects under study but also ensure sustainable socio-economic development of the surrounding communities.

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Table 2. Continued

Publication	National Park	Key findings from the study	Impact on the subject area
Ghaderi et al. (2023)	Touran National Park, Iran	The authors have identified the phenomenon of mutual altruism associated with tourism processes, in which local residents, tourism operators, and visitors to national parks make efforts to preserve the natural potential of the studied objects. The identified manifestation of socio-cultural interaction, in addition to moral and ethical aspects, has direct economic consequences, which, when taken in a balanced manner, have a positive impact on the national park management system.	The study's findings highlight the importance of fostering the concept of reciprocal altruism, which fosters the establishment of enduring socio-economic connections that have a favorable impact on the natural capabilities of national parks.
Mbise & So-siya (2023)	Tarangire National Park, Tanzania	Through empirical evidence, the authors have confirmed the practicality of organizing informational campaigns within the local population to promote environmental protection measures aimed at preserving national parks and enhancing their appeal to tourists. By informing community members about the implementation of conservation programs for national parks and providing necessary social assistance, the engagement of local communities in the effective management of these natural sites can be heightened.	The results of the study indicate the need for a dialogue between stakeholders, the effectiveness of which directly affects the preservation, tourist attractiveness, and sustainable development of local communities.
Gupta et al. (2023)	Lower Zambezi and South Luangwa, Zambia; Chitwan National Park, Nepal; Abrolhos Marine, Brazil; Mamanuca Islands, Fiji	In this comprehensive study, the authors note the difficulty of obtaining data that would confirm the effectiveness of ecotourism in national parks. However, by taking into account the indirect economic transactions that accompany the provision of tourism services, the researchers have established a positive financial impact of ecotourism not only on the welfare and sustainable development of local communities but also on the conservation of protected areas of national parks.	Based on the outcomes of the study, it is firmly established that well-structured and harmonized ecotourism centered around safeguarded zones within national parks not only fosters economic advancement within the tourism sector but also upholds the preservation of the studied natural entities and facilitates the enduring progress of local communities.
Cheng et al. (2022)	Zhangjiajie National Forest Park, China	The research confirms the tangible economic influence of ecotourism on both the preservation of national parks and the prosperity of local communities. The authors emphasize the necessity of revitalizing ecotourism-related visitor numbers, which experienced a decline in the aftermath of the coronavirus crisis. Concurrently, the study reveals that tourist's exhibit heightened interest in the tourist infrastructure of national parks that maximizes the utilization of their intrinsic natural assets, avoiding the incorporation of artificial entertainment features.	The study shows that to achieve economic efficiency, tourism enterprises operating in national parks should focus on maximising the use of the natural potential of these sites and provide appropriate services.
Dosumbaeva & Lee (2023)	Issyk-Kul Lake region, Kyrgyzstan	The authors have empirically established that communities located near national parks are more inclined to ensure the preservation of protected areas than to develop entertainment infrastructure within the studied sites. The publication notes that such a distribution of public opinion contributes to the development of ecotourism and helps to organise a balanced scheme of recreational services.	The study findings underscore the significance of garnering positive public sentiment within local communities to establish a well-balanced framework for tourist and recreational services within the realm of protected national park areas.

Derived from the outcomes of an analytical review of pertinent literature concerning the exploration of tourism management within safeguarded regions of national parks (Table 2), it was determined that:

- it is necessary to maintain a balance between the tourist load on the natural sites under study and the income from the sale of tourist services since the funds received are directly used to ensure environmental protection and natural conservation of national parks;
- greater integration of local communities into the management and development of tourism infrastructure should be ensured, which will allow for a rational vector of sustainable development of settlements within national parks (through the associated income from the sale of ethno-ecological tourism services) and increase the responsibility of the local population for the conservation of the natural sites under study;
- to conduct ongoing information and education programmes and events among the local population and tourists on the importance of preserving ecosystems and biodiversity in national parks;
- the natural potential of national parks should be maximised, giving preference to the use of natural recreation over artificial entertainment facilities;

- the opinions and proposals of each of the parties interested in the development of ecotourism within national parks with the leading role of local communities should be taken into account.

These elements, recognized through the factual examination of the subject domain, need to be considered when establishing a well-rounded management system for a tourism establishment operating within the confines of protected national park areas.

## AIMS AND OBJECTIVES

The research aims to develop a holistic management framework for tourism enterprises in national parks, encompassing both organizational and financial dimensions, ensuring sustainable operations while safeguarding the ecological and economic balance.

Research objectives:

1. Evaluating the tourism capabilities of national parks in China and Kyrgyzstan.
2. Determining the characteristic indicators of the tourism business in the studied countries.
3. Conducting a comparative analysis and assessing the efficiency of the tourism sector in China and Kyrgyzstan.
4. Developing an effective management framework for a tourism enterprise offering ecotourism services within the protected areas of national parks, considering both organizational and financial aspects as well as the unique attributes of the researched nations.
5. Assessing the potential benefits arising from the widespread implementation of the developed organizational and management scheme for tourism enterprises operating within national parks, with a focus on the associated financial implications.

## METHODS

The study employed the following methodologies:

1. **Tourist Potential Analysis:** Conducting an analysis of the tourist potential within the protected areas of national parks in the Kyrgyz Republic and the People's Republic of China, aimed at identifying the most appealing natural features for tourists, thereby influencing the subsequent decisions.
2. **Statistical Data Evaluation:** Evaluating statistical data on the effectiveness of the tourism policies in the examined countries, leading to the identification of the specific set of performance indicators.
3. **Comparative Tourism Potential Analysis:** Conducting a comparative analysis of the tourism potential in the national parks of China and Kyrgyzstan, leading to the identification of specific natural sites suitable for the development of an organizational and management scheme for a tourism enterprise.
4. **Management Scheme Formulation:** Formulating a management scheme for tourism enterprises that considers the unique conditions of the examined natural sites in China and Kyrgyzstan. This scheme establishes a well-balanced organizational and management system, designed to achieve not only financial gains but also the preservation and sustainable growth of the national parks.
5. **Consequence Assessment:** Assessment of the likely consequences of the systematic implementation of the developed management system for managing tourism enterprises operating within the national parks of China and Kyrgyzstan, which allowed to establish analytical conclusions about the effectiveness of the developed management system for ecotourism enterprises.

## RESULTS

The ecotourism potential of China and Kyrgyzstan is determined by the respective national parks (Table 3, Table 4).

**Table 3. Assessment of the tourism potential of national parks in China.** (Source: China - UNESCO World Heritage Convention, 2023)

Parameter	Definition
Total number of national parks	208
Number of national parks included in the UNESCO register	14
The most visited national park	Wulingyuan (Zhangjiajie) National Park
Name of the national park according to the UNESCO register	Wulingyuan Scenic and Historic Interest Area
Brief description of the most visited national park	
General description	UNESCO criterion: (vii) Total area: 26,400 ha Buffer zone: 12680 ha
Brief description	Wulingyuan (Zhangjiajie) stands as a natural oasis within a densely populated agricultural expanse. Encompassing approximately 26,400 hectares in Hunan Province, China, this site showcases an impressive array of over 3,000 slender quartz sandstone pillars, with some towering beyond 200 meters. The vast realm of its towering peaks reveals gorges, canyons adorned with waterways, pools, cascades, dual grand natural bridges, and an assortment of over 40 caves adorned with striking calcite formations. Beyond its awe-inspiring scenery, this locale embraces a rich tapestry of dissected rock formations, luxuriant foliage, pristine lakes, and babbling streams, creating an ideal habitat for a diverse array of rare and endangered plant and animal species.
UNESCO criterion: (vii)	The grandeur of Wulingyuan (Zhangjiajie) is truly captivating, boasting an impressive array of over 3,000 sandstone pillars and towering peaks that reach heights exceeding 200 meters. This picturesque landscape, enhanced by a lush deciduous forest, creates a visually captivating vista that often emerges from the mist and clouds. The region encompasses more than 40 caves and is home to two expansive natural bridges, one of which soars to a staggering height of 357 meters above the valley floor. Moreover, additional data provides compelling evidence for the inclusion of this area within criterion (x), underscoring its significance as a vital sanctuary for a multitude of endangered plant and animal species, including the dhole, the Asiatic black bear, and the Chinese deer.
Conservation	Wulingyuan (Zhangjiajie) possesses a complete array of natural beauty components that warranted its inscription, along with the establishment of a buffer zone. Nonetheless, challenges related to integrity have surfaced, encompassing human activities by both local inhabitants and visitors within Wulingyuan (Zhangjiajie), as well as the strain from tourism activities. Additionally, there is a noticeable aesthetic impact stemming from tourist infrastructure on the area's inherent natural values. It is important to note, however, that substantial efforts have been and continue to be implemented to tackle these concerns.
State policy for the protection and management of the national park	In 1988, Wulingyuan (Zhangjiajie) garnered the endorsement of China's State Council, securing its designation as a pivotal national scenic region and a notable inclusion in the roster of World Natural Heritage. Subsequent to this milestone, local authorities embarked on a concerted effort to safeguard its innate splendor, all while remaining attentive to the looming perils of commercialization and potential erosion of its natural significance. To this end, measures were introduced, encompassing the expansion of the scenic expanse, deliberate reduction of human settlements, and active encouragement of ecotourism endeavors. A dedicated Heritage Protection Office was also instituted to ensure proficient property management. In 2005, a comprehensive revision of protection protocols was undertaken, underscoring the commitment to enduring safeguarding of the scenic region. Notably, visitation numbers and activities are vigilantly monitored and aligned with international and national benchmarks, firmly upholding the preservation of the area's intrinsic natural values.

**Table 4. Assessment of the tourism potential of national parks in Kyrgyzstan.** (Source: Kyrgyzstan - UNESCO World Heritage Convention, 2023)

Parameter	Definition
Total number of national parks	13
Number of national parks included in the UNESCO register	1
The most visited national park	Kyrgyz National Park Ala-Archa
Name of the national park according to the UNESCO register	Kyrgyz National Park Ala-Archa is within the Western Tien-Shan complex
Brief description of the most visited national park	
General description	UNESCO criterion: (x) Total area: 528,177.6 ha Buffer zone: 102,915.8 ha

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**Table 4.** Continued

Parameter	Definition
Brief description	The Ala-Archa National Park covers approximately 165 km <sup>2</sup> with an altitude of 1,500 m at the entrance to 4,895 m at Semenov-Tyan-Shansky Mountain. The park has more than 20 glaciers and 50 mountain peaks, with a total glacier area of 53.6 km <sup>2</sup> . There are two rivers, the Adygena, and the Ak-Sai. The park also includes the Ala-Archa River Gorge and the surrounding mountains.
UNESCO criterion: (x)	Within the park's boundaries thrive a rich array of biodiversity, boasting 800 plant species, 40 animal species, and 160 bird species. Notably, the park has established a compact reservoir along the Kargai-Bulak River, dedicated to the study of Amu Darya trout. Its habitat also harbors the elusive snow leopard ("il-birs"), an inhabitant of the alpine meadows and snow-clad expanses above 2,500 meters, alongside mountain goats, roe deer, and marmots. The park's botanical diversity is equally impressive, housing numerous plant varieties, among them the Alatavik crocus.
Conservation	Starting from 1951, this region has evolved into a favored hub for dynamic mountaineering and mountain-centric tourism. The park draws in enthusiasts of various outdoor activities such as picnicking, hiking, horseback riding, skiing, and climbing, all seeking ice, rock, and hybrid routes.
State policy for the protection and management of the national park	On April 29, 1976, it was founded under a decree from the Council of Ministers of the Kyrgyz SSR, encompassing an expanse of 19.4 thousand hectares. Presently, the park consists of 1,316 hectares of forested land and 970 hectares of non-forest land. The park boasts a diverse array of 150 routes catering to various skill levels and seasonal preferences. A majority of these hiking trails are well-marked, allowing individual exploration based on one's physical condition and prevailing conditions.

Based on the examination (as outlined in Table 3 and Table 4), it is evident that the national parks in China and Kyrgyzstan possess substantial potential for the advancement of ecotourism. Both nations are actively implementing strategies to safeguard their natural resources and foster the sustainable growth of tourism-related facilities. Nonetheless, it's important to acknowledge variations in size, diversity of natural landscapes, and technological advancement between these two countries. To facilitate a comparative analysis, we present the pivotal attributes influencing the ecotourism potential of national parks in China and Kyrgyzstan, as depicted in Table 5.

It is also necessary to compare the parameters of the key national parks of the studied countries (Table 3, Table 4) in terms of the potential for ecotourism - Table 6.

**Table 5. General comparative analysis of national parks in China and Kyrgyzstan.**

Characteristics	National parks of China	National parks of Kyrgyzstan
Natural diversity	A vast territory with diverse landscapes, including mountains, forests, deserts, rivers, and lakes. The presence of unique geological formations, such as the Zi Jiang pillar formation.	The Tien Shan mountain range, which offers unique mountain scenery, lakes, forests, and valleys. Preservation of untouched areas of nature and biodiversity.
Technological development	High level of technological development and infrastructure in the vicinity of some national parks, such as Jiuqingshan and Huangshan. Opportunities to use modern technology to enhance the tourist experience.	Technological development in Kyrgyzstan is less advanced, but there is potential for the integration of eco-technologies such as renewable energy and natural resource monitoring systems.
Number of tourists	Considerable quantities of local and international visitors, particularly in renowned national parks like Zi-jiang and Jiuqingshan.	In Kyrgyzstan, the number of tourists is smaller but growing steadily due to the increasing popularity of both natural and mountainous tourist destinations.
Infrastructure for tourism	Extensive infrastructure, including hotels, restaurants, transport, routes, and information centres near some parks.	Infrastructure is developing but may require additional investment to improve tourist facilities.
Degree of nature conservation	In some large national parks, there may be issues of pollution and wear and tear on the nature due to the large number of visitors.	The Kyrgyz national parks have retained a greater degree of natural wildness and intactness, which contributes to the conservation of biodiversity.

**Table 6. Comparative analysis of key national parks in China and Kyrgyzstan.**

Aspects of ecotourism	Wulingyuan (Zhangjiajie) National Park, China	Kyrgyz National Park Ala-Archa, Kyrgyzstan
Natural landscapes	Impressive sandstone pillars, gorges, waterfalls, dense forest	Mountain landscapes, peaks, glaciers, mountain rivers
Trails and trekking	Numerous routes for hiking and tourism	Mountain routes for mountaineering and hiking
Wildlife	Presence of numerous animals and plants, including endangered species	Encounters with wild animals such as snow leopards and wild goats
Cultural heritage	Local traditional villages, agritourism	Lack of significant cultural sites in the park
Tourist infrastructure	Developed tourist infrastructure, hotels, restaurants	Bases for climbers, some museums, and training centres
Popularity	Visited by thousands of tourists annually	Attendance of several thousand tourists on weekends
Cost level	Park with higher entrance fees and services	Park with moderate entrance fees and services
Seasonality	Late summer and early autumn emerge as the favored period among visitor	Visits possible throughout the year, best in spring and autumn

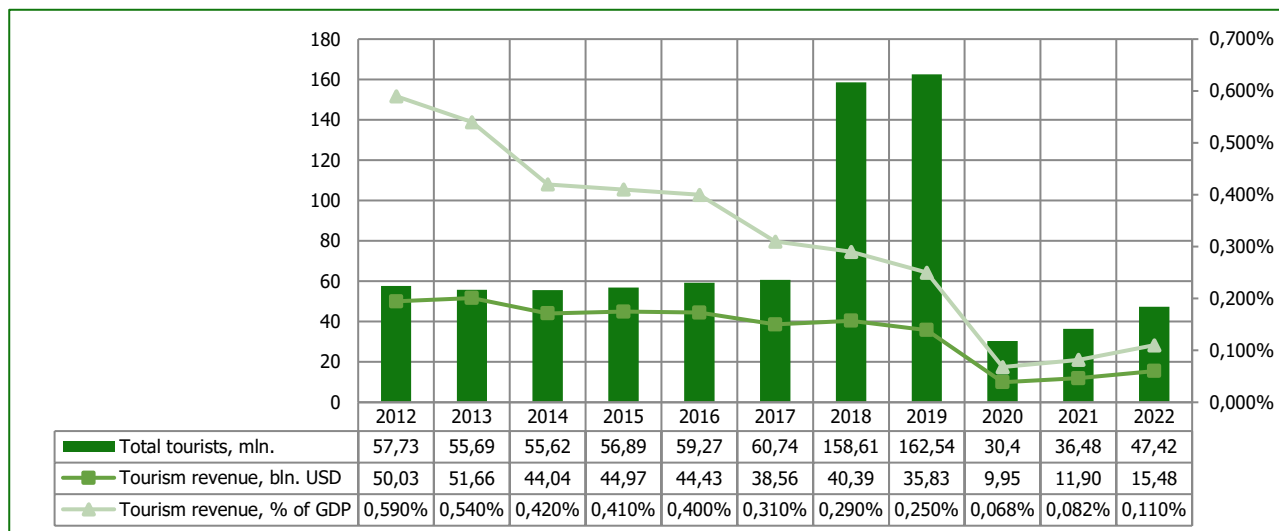
Based on the findings from the analysis (as presented in Table 6), these two parks provide diverse options for nature-oriented leisure and ecotourism activities, tailored to their distinct natural assets and available amenities. Wulingyuan (Zhangjiajie) National Park stands out for its impressive sandstone pillars and ecotourism offerings, whereas Kyrgyz National Park Ala-Archa is renowned for its captivating mountain landscapes and mountaineering possibilities. Each park boasts its own distinctive characteristics that draw global travelers.

Given the results of the comparative analysis (Table 5, Table 6), both countries can develop ecotourism based on their unique nature and technological capabilities. China can attract more tourists due to its large national parks and developed infrastructure, while Kyrgyzstan can attract those looking for more untouched nature and more extreme adventures. For China, it is important to preserve the natural wealth of its parks and effectively manage tourist flows to ensure sustainable growth in ecotourism. While for Kyrgyzstan, it is important to develop infrastructure and services that will provide comfortable conditions for tourists, but at the same time preserve the naturalness and inviolability of its mountain landscapes. Both countries can interact and use best practices in ecotourism to attract more tourists, conserve natural resources and develop sustainable ecotourism.

The tourism potential of each of the countries under study is determined by key indicators of industry statistics in the dynamics of the last decade (Figure 1, Figure 2):

China (Figure 1):

- In the period from 2012 to 2022, the total number of tourists visiting China exhibited fluctuations. The highest number of tourists was recorded in 2019 with approximately 162.54 million visitors, while the lowest was in 2020 with about 30.4 million visitors.
- The tourism revenue in China experienced variations throughout the years. The highest revenue was in 2017 with around 40.39 billion USD, while the lowest was in 2020 with approximately 9.95 billion USD.
- The contribution of tourism revenue to China's Gross Domestic Product (GDP) ranged from 0.068% in 2020 to 0.590% in 2012. The percentage showed a declining trend until 2019, where it was 0.25%, and then started increasing again, reaching 0.11% in 2022.

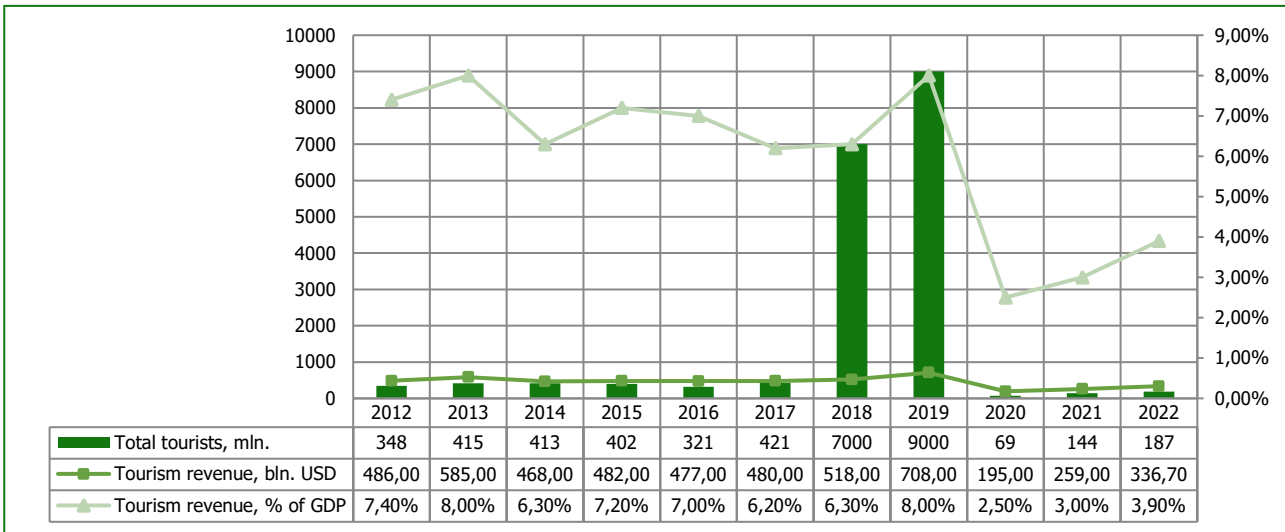


**Figure 1. Dynamics of key indicators of the Chinese tourism industry.** (Source: China Statistical Yearbook 2022, 2023; Tourism Statistics Database, 2023)

Kyrgyzstan (Figure 2):

- From 2012 to 2022, Kyrgyzstan's total tourist arrivals experienced some fluctuations. The highest number of tourists was recorded in 2019 with approximately 9000 million visitors, and the lowest was in 2016 with around 321 million visitors.
- Kyrgyzstan's tourism revenue also displayed fluctuations during the years. The highest revenue was achieved in 2019 with about 708 billion USD, while the lowest was in 2012 with approximately 486 billion USD.

- The contribution of tourism revenue to Kyrgyzstan's GDP varied, with the highest percentage being 8.00% in 2013 and 2019, and the lowest was 2.50% in 2020. The percentages generally remained above 6%, indicating the significance of tourism to the country's economy.



**Figure 2. Dynamics of key indicators of the tourism industry in Kyrgyzstan.** (Source: Tourism - Official Statistics - Statistics of the Kyrgyz Republic, 2023; Tourism Statistics Database. 2023)

In both cases, it's evident that tourism plays a crucial role in the economies of both China and Kyrgyzstan, contributing significantly to GDP and providing substantial revenue. While China's tourism revenue witnessed fluctuations, Kyrgyzstan experienced a relatively steady increase in revenue, albeit with some fluctuations in tourist numbers. It's important for both countries to continue focusing on sustainable tourism strategies to ensure long-term growth and positive economic impact.

Based on the evaluation of the tourism potential in the examined nations (depicted in Figure 1, Figure 2), the findings indicate that both countries have witnessed an upsurge in tourist influx over recent decades. Nevertheless, China's scale of attraction is considerably larger, drawing a higher annual tourist volume. While Kyrgyzstan also displays a certain level of growth, its overall tourist numbers remain significantly smaller compared to China. China has maintained a steady pattern of tourism revenue, albeit with minor fluctuations in select years. On the other hand, Kyrgyzstan's tourism receipts have exhibited a more dynamic growth, possibly signifying an amplified economic impact from tourism within the nation.

Both countries exhibit an influence of tourism on their respective GDPs. However, in Kyrgyzstan, tourism plays a more substantial role in the economy than in China, where its relative contribution to GDP is comparatively lower. Each nation possesses distinct natural assets and opportunities for the advancement of ecotourism. China, with its expansive national parks and well-developed infrastructure, is positioned to attract a larger tourist demographic. Kyrgyzstan, conversely, appeals to those seeking unspoiled and adventurous experiences within its pristine natural landscapes.

Both nations should emphasize sustainable tourism development and the safeguarding of their natural resources. By adopting a well-balanced approach to ecotourism, they can foster sustainable growth within the tourism sector while concurrently preserving their invaluable natural heritage for the benefit of future generations.

Based on the findings of the evaluation of tourism potential, it can be concluded that both examined countries possess a favorable prospect for the well-considered and harmonious advancement of their protected areas within the overarching framework of ecotourism. It is noteworthy that China's primary emphasis on development lies in devising strategies to conserve protected areas and establish an equilibrium in national park management in collaboration with local communities. Conversely, Kyrgyzstan should direct its efforts towards enhancing the requisite tourism infrastructure, aligning with the unique demands of the country's context.

Organizational aspects of managing tourism enterprises within national parks refer to the systematic arrangement and coordination of various operational components, such as customer relations, infrastructure development, interaction with local communities, financial systems, and sustainable development strategies. This encompasses the establishment of efficient management structures, the implementation of conservation measures, the maintenance of natural resources,

and the provision of high-quality visitor experiences while ensuring the preservation of the unique natural and cultural heritage of the national park environment.

Financial aspects of managing tourism enterprises within national parks pertain to the strategic planning, allocation, and utilization of financial resources to support and sustain the operations of these entities. This involves the assessment of revenue generation from various tourism activities, the establishment of financial systems for income distribution, the management of administrative and infrastructure costs, as well as the implementation of sustainable financial strategies aimed at both achieving economic viability and contributing to the conservation and responsible development of the national park environment.

Organizational and financial aspects of managing tourism enterprises operating within national parks encompass a multi-faceted framework aimed at achieving a harmonious balance between sustainable tourism development and the conservation of natural and cultural heritage. On the organizational front, this entails strategic planning, stakeholder collaboration, and community engagement to ensure responsible tourism practices. This involves devising effective management systems to regulate tourist flows, define permissible zones, and maintain the local ecosystem's integrity. Moreover, it requires establishing visitor information and orientation systems, conducting informative briefings, and implementing strategies to minimize environmental impact while maximizing visitor experiences.

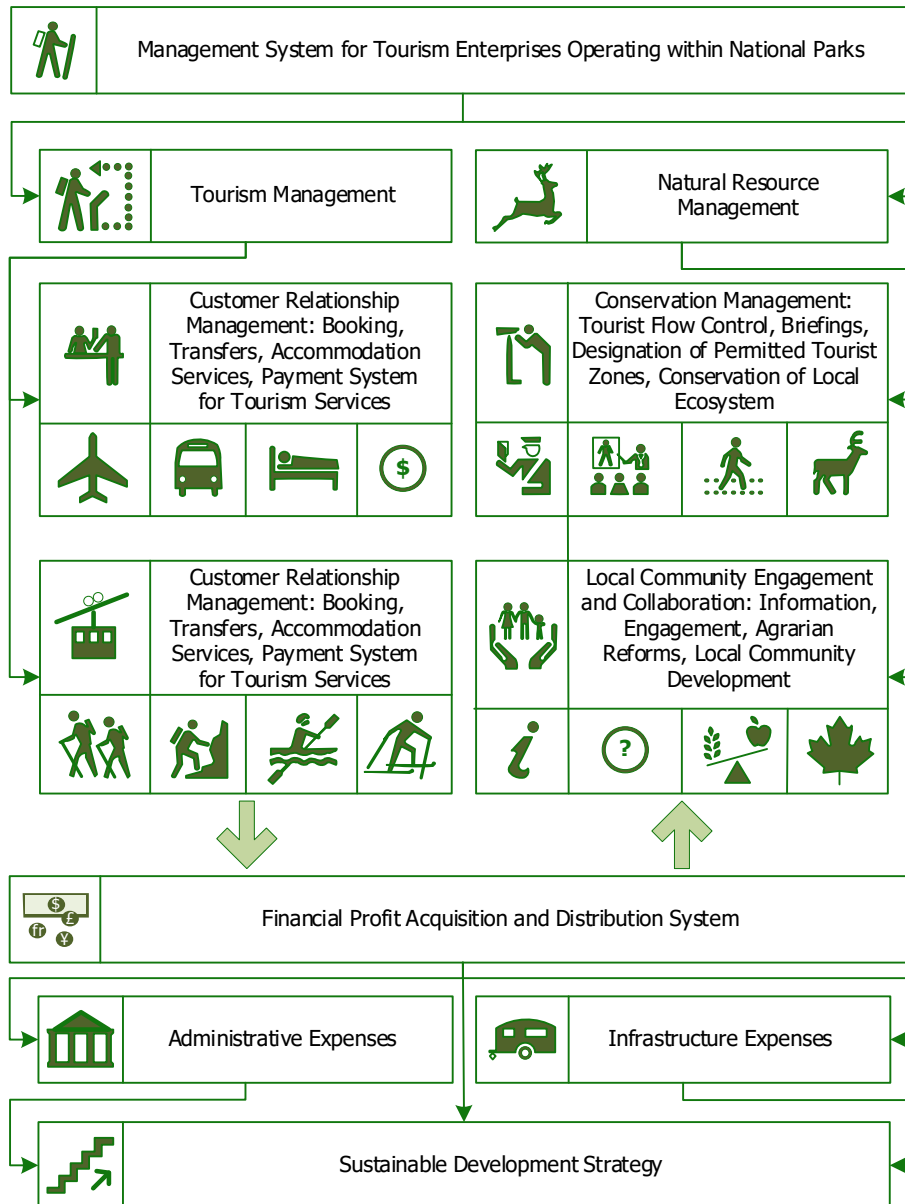
Financially, managing such enterprises demands meticulous financial planning, which includes estimating revenues from various tourism activities, implementing pricing strategies that reflect the value of the natural environment, and developing systems for booking, payments, and financial transactions. Additionally, it involves allocating funds for necessary infrastructure development, such as hiking trails, lifts, and accommodations, while also considering long-term sustainability. The financial structure should encompass administrative expenses, infrastructure costs, and investments in community development and environmental conservation projects. These aspects collectively form a comprehensive approach that safeguards the delicate balance between economic benefits and ecological preservation, promoting responsible and sustainable tourism within the national park context.

Furthermore, effective organizational and financial management within national park tourism enterprises necessitates active collaboration with local communities. This entails developing mechanisms for community participation, fostering a sense of ownership, and implementing initiatives that empower local residents. By involving the local population in decision-making processes, the enterprises can ensure that their activities align with the community's values, needs, and aspirations. This collaborative approach not only enhances the social fabric but also contributes to the long-term success of tourism initiatives.

In terms of financial considerations, these enterprises must establish transparent financial mechanisms that ensure a fair distribution of benefits among stakeholders. This involves allocating a portion of the generated revenue towards community development projects, such as education, healthcare, and infrastructure improvements. Effective financial management also encompasses risk assessment and contingency planning to mitigate the potential negative impacts of fluctuations in tourism demand, economic conditions, and environmental factors.

Ultimately, the interplay of organizational and financial strategies within national park tourism enterprises is pivotal in achieving a delicate equilibrium between economic progress and environmental conservation. By formulating and implementing a comprehensive management framework that addresses both organizational and financial dimensions, these enterprises can contribute to the sustainable development of tourism while safeguarding the invaluable natural assets of the national parks for present and future generations.

Thus, taking into account all of the above aspects, we will form a rational and balanced management scheme for tourism organisations operating in the protected areas of national parks (Figure 3).



**Figure 3. Organisational and management scheme for managing tourism organisations operating in national parks.**

In accordance with the formed balanced organisational and management system of management of a tourism enterprise operating in the protected area of national parks (Figure 3), a sustainable development strategy is formed, which includes two organisational and financial flows:

1. Tourism management is a typical management system that is typical for a tourism organisation and includes work with clients: booking, booking, transfer, financial issues, organisation of tours and leisure activities, etc.
2. Natural site management is an organisational flow that is typical for a tourism company that bases its services on the territory of natural formations (in this case, national parks), aimed at preserving the site and its sustainable use and development: control of tourist traffic, information work, flora, and fauna conservation measures, work on engaging local communities, work on preserving cultural heritage, agrarian reform to avoid agricultural invasions and minimise anthropogenic impact, etc.

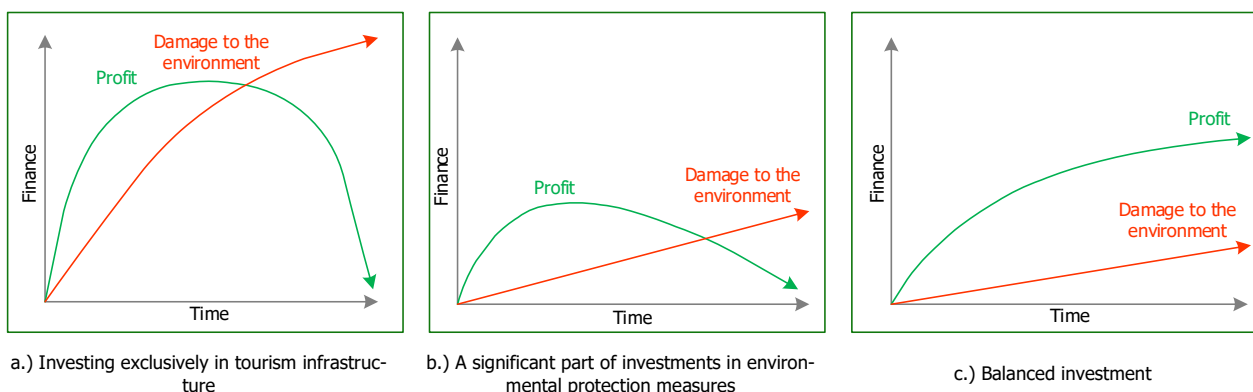
It is worth considering in detail the key elements of the organisational flow of natural object management (Figure 3): ecotourism, cultural heritage, and agrarian reforms (Table 7).

**Table 7. Assessment of key aspects of tourism activities in protected areas of national parks.**

Parameters	Ecotourism	Cultural heritage	Agrarian reforms
<i>Impact assessment on national parks and the tourism system</i>			
Implications for national parks	It attracts tourists who appreciate natural beauty and environmental protection.	It attracts tourists interested in history, culture, and art.	They affect land use, rural development, and resource allocation.
Impact on national parks	Fosters the conservation of the natural ecosystem and raises awareness within communities regarding its significance.	Advocates for the safeguarding of cultural legacy and the advancement of educational-oriented tourism.	They affect land rights, land use, and biodiversity.
Impact on sustainable tourism development	It stimulates the creation of an environmentally balanced tourism infrastructure and provides income for local communities.	Supports the development of cultural tourism and attracts foreign visitors.	They influence the development of the agricultural sector and the sustainability of the country's economy.
<i>Assessing the impact on local communities</i>			
Involvement of local communities	Creates jobs and opportunities for local residents in the field of ecotourism and environmental services.	Promotes the development of crafts and traditional industries, providing employment for local residents.	They affect land ownership and the distribution of profits between peasants and landowners.
Impact on the sustainable development of local communities	Raises awareness and education of residents about the environmental significance of their natural resources.	Preserves and restores the cultural traditions and history of local communities.	Influence the economic development of local communities and their social well-being.
Impact on the well-being of local communities	Generates revenue for local businesses and supports infrastructure development.	It attracts tourists to little-known areas and promotes ecotourism.	They influence the distribution of budget funds, investments, and infrastructure development in rural areas.
<i>Assessing the impact on the profitability of tourism enterprises</i>			
Direct economic impact	Increases the profitability of national parks and areas of ecological value by increasing tourist traffic.	It attracts tourists to cultural attractions and museums, which generates revenue from entrance fees and excursion services.	They affect the profitability of land plots and the value of agricultural products.
Impact on stakeholder profitability	Ensures the growth of profitability of hotel and restaurant companies.	Increases demand for goods and services related to traditions and culture, which increases the income of local businesses.	They affect the income of farmers, landowners, and agricultural enterprises.
Impact on the investment climate of the tourism industry	It promotes the development of the tourism sector, which ensures the growth of profitability of related industries.	It attracts investment and creates jobs, which helps to increase the region's profitability.	Influence the distribution of profits between different branches of the agricultural sector.

According to the above analysis (Table 7), we conclude that such key centralised aspects of tourism activities in national parks as ecotourism, cultural heritage, and agrarian reforms have a complex impact on the industry as a whole, and when balanced, have only a positive systemic impact.

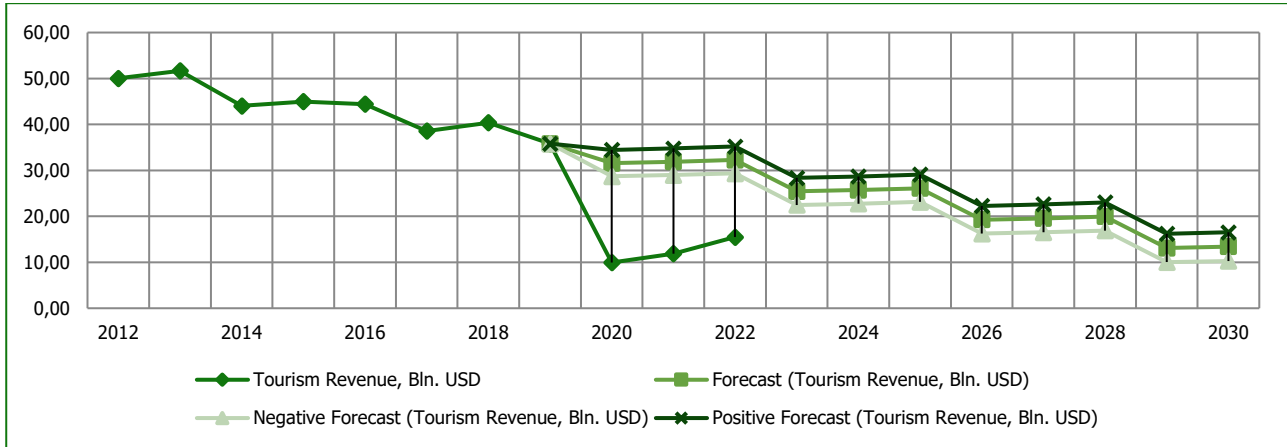
The financial flows of the proposed management scheme for tourism enterprises in national parks (Figure 3) should also be balanced (Figure 4): when investing exclusively in tourism infrastructure (Figure 4 a), the profitability of the enterprise decreases sharply over time due to the progressive damage to the natural object on the basis of which tourist services are provided; with significant investment in environmental protection measures (higher costs for the natural object than for the tourism infrastructure (Figure 4 b), the tourism enterprise will not be able to achieve the desired profitability; with balanced investment in both tourism and natural management (Figure 4 c), the tourism organisation will achieve sustainable development and increase profitability while minimising anthropogenic impact.



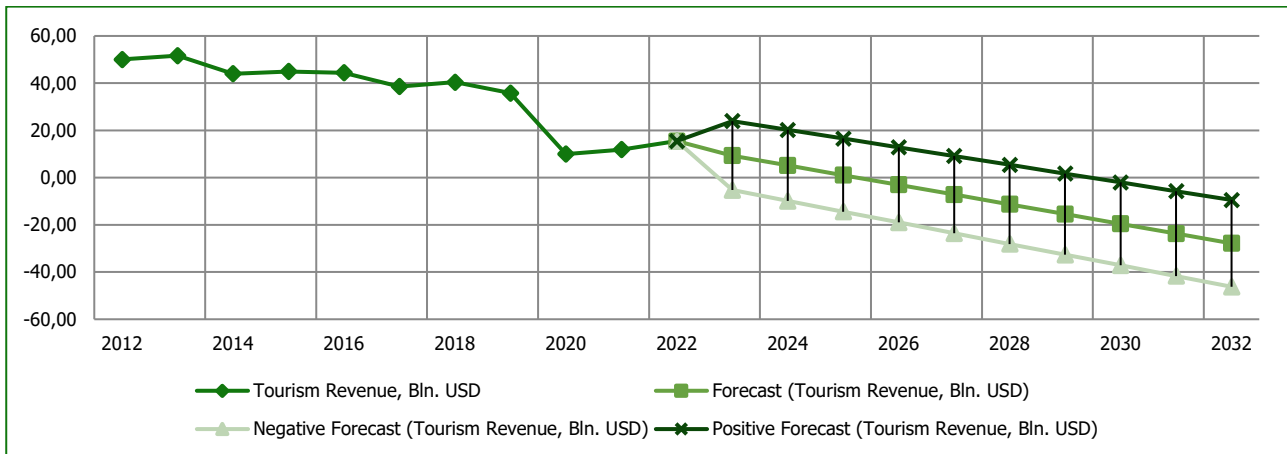
**Figure 4. Variations in investment methods of tourism organisations operating in the territory of national.**

Thus, it has been established that a rationally arranged balanced management system of tourism organisations will contribute not only to their financial growth but also ensure the minimisation of anthropogenic impact on natural recreation facilities, promoting sustainable development of national parks with the involvement of local communities and preservation of cultural heritage.

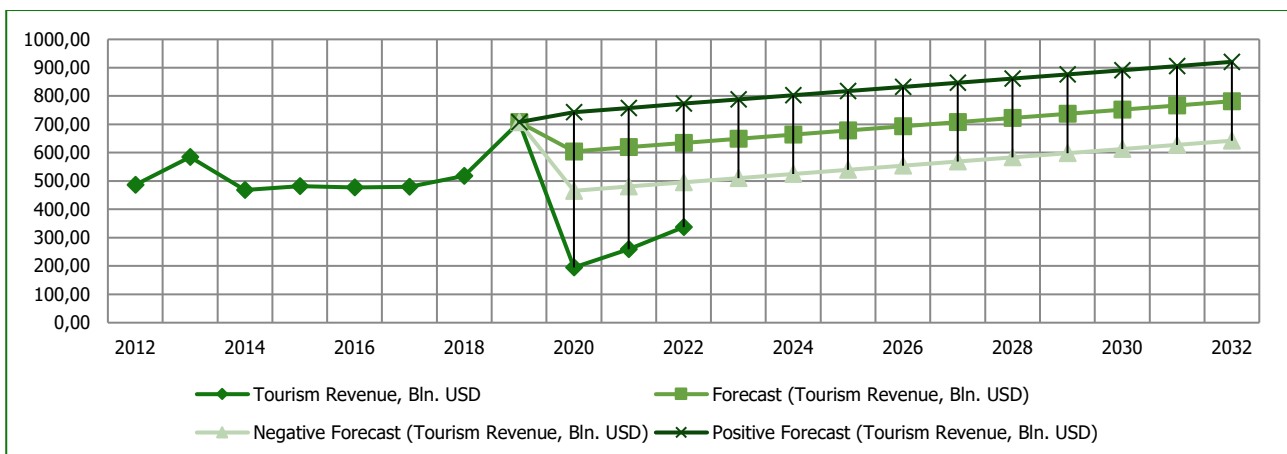
Taking into account the obtained industry statistics (Figure 1, Figure 2), we will use statistical forecasting to estimate the profitability of the tourism sector of the studied countries with and without taking into account the covid period (Figure 5 - Figure 8).



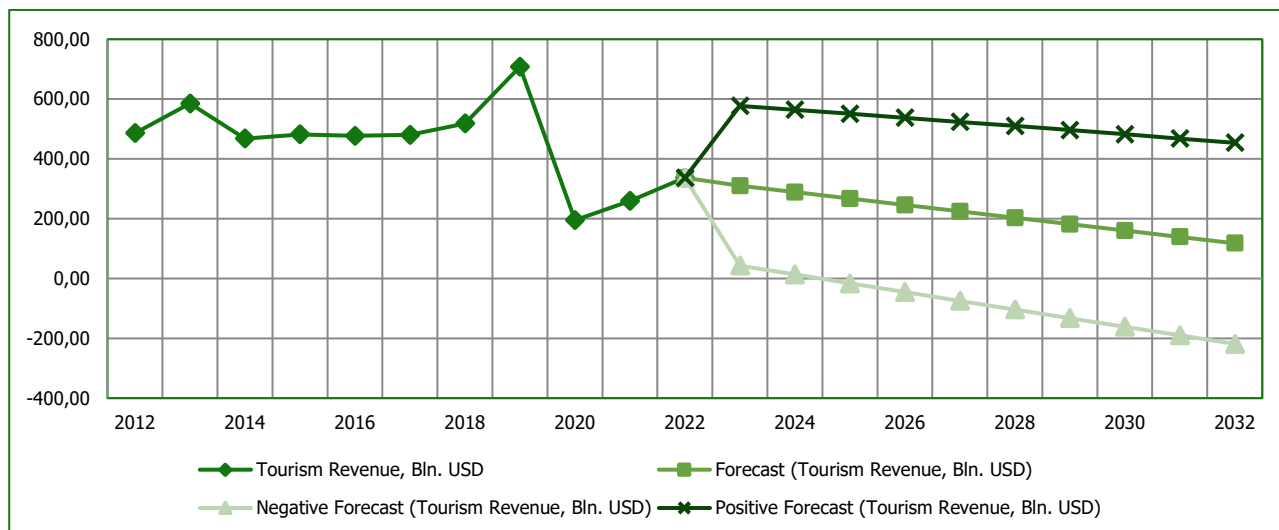
**Figure 5. Statistical forecast of the profitability of China's tourism industry without taking into account the coronavirus crisis.**



**Figure 6. Statistical forecast of the profitability of China's tourism industry, taking into account the coronavirus crisis.**



**Figure 7. Statistical forecast of the profitability of the tourism sector in Kyrgyzstan without taking into account the coronavirus crisis.**



**Figure 8. Statistical forecast of the profitability of the tourism industry in Kyrgyzstan, taking into account the coronavirus crisis.**

Based on the projected data analysis (Figure 5 - Figure 8), we can observe that the tourism industry in the examined nations displays the following distinct characteristics:

- a surge in tourist activity in 2018-2019, which is explained by an increase in tourist interest in the Asian region;
- the global pandemic crisis was expected to lead to a significant decrease in tourist flows, which is explained by global restrictions on the movement of people (including for tourism purposes).
- for the Chinese tourism industry as a whole, there is a decrease in profitability, even for statistical forecasts that do not take into account the pandemic crisis;
- the Kyrgyz tourism sector, with the restoration of docking facilities, has the potential for stable economic growth, but the effects of pandemic restrictions still significantly affect the efficiency of the industry under study.

In general, we conclude that both countries under study need to implement systemic solutions to support tourism, including, in particular, a system of balanced management of tourism operators operating in national parks, but the study has identified relevant regional peculiarities:

- chinese ecotourism is characterised by the need for a balanced distribution of investment flows, in particular, the direction of financial support for measures to preserve protected areas and cultural heritage of national parks, work with local communities, and solutions for the rational development of tourism infrastructure with minimisation of anthropogenic impact;
- the ecotourism sector in Kyrgyz Republic is notably marked by the necessity to focus on sustainable tourism infrastructure development, while considering the lessons and cautions from the evolutionary trajectory of the tourism sector in the People's Republic of China. This involves minimizing human-induced impact and enhancing strategies aimed at conserving both natural and cultural heritage.

Accordingly, we observe that the balanced organisational and management scheme for managing tourism organisations of national parks developed in the course of the current study allows for a universal balanced approach that can be easily adapted to local conditions and significantly affect the profitability and preservation of the studied natural objects.

## DISCUSSION

The study findings give rise to the following points for deliberation:

- management of tourist enterprises operating in the territory of natural parks requires a balanced approach with a rational distribution of financial and profit and financial and investment flows, which are formed in two main areas: development of tourist infrastructure and integrated management of the natural object (measures to preserve the natural environment, measures to preserve cultural heritage, work with local communities, etc;)

- through the examination of national parks in China and Kyrgyzstan, the study revealed that economically advanced nations tend to commercialize the tourist facilities within their national parks, whereas developing countries display a greater need for diverse tourism services. However, an imbalance in investment distribution—whether it pertains to infrastructure or the conservation of natural elements—can result in diminished operational efficiency and reduced profitability for tourism operators within national parks;
- pandemic restrictions have significantly affected the global tourism industry, and the corresponding drop in tourist flows requires a fundamental revision of the principles of management of tourism operators;
- the proposed management scheme for tourism organisations in national parks contains an algorithmic system of solutions that can be adapted to any local conditions for the provision of tourism services based on natural objects (such as national parks) and will allow achieving the desired indicators of economic efficiency and sustainable development.

We will compare the identified key results with similar findings of relevant studies.

The research conducted by Mandić (2023) also highlights the pandemic's impact on global tourism. The author emphasizes the importance of striking a balance between tourist activity, financial support for national parks and local communities, and the conservation of natural assets. These findings from Mandić's study (2023) strongly align with the outcomes of the present research, reinforcing the validity of the proposed solutions.

The findings of the research conducted by Telbisz et al. (2023) demonstrate that the ecotourism-focused tourist population primarily seeks tourist services within natural areas that have remained relatively untouched by human influence. This observation corresponds with the outcomes of the present study and has been duly considered in the formulation of a well-balanced management framework for tourism entities within national parks.

The study (Chikuta, du Plessis & Saayman, 2023) focuses on the accessibility of national parks for all categories of tourists, which is a different goal from the one formed in this study. However, similar opinions are recorded regarding the provision of funding for the system of national park conservation measures.

The study conducted by Pereira et al. (2023) underscores the pivotal contribution of local communities to the sustainable advancement of national parks as tourist destinations. The authors advocate for a collaborative partnership model involving local residents, granting them a central role in the preservation and progress of national parks. These findings closely align with the outcomes of the current investigation and are integrated into the establishment of a well-rounded organizational and management framework for overseeing tourism ventures within national parks.

The researchers (Bahamonde-Rodríguez, Šadeikaitė & García-Delgado, 2023) also highlight the imperative of enhancing the participation of local communities in the administration and safeguarding of natural resources within national parks. The authors have ascertained that collaboration between pertinent governmental bodies and the local populace in addressing tourist requirements and upkeeping national parks not only fosters the development and preservation of the studied natural entities but also directly impacts the economic prosperity and sustainable progress of local communities. The established dimensions of economic activity organization in delivering tourist services based on national parks are duly incorporated into this study's corresponding elaborated and balanced management scheme for a tourism enterprise.

The study (Ghaderi et al., 2023) illustrates a socio-cultural phenomenon evident among local community members - a sense of mutual altruism, directed toward minimizing human impact and conserving the natural environment within national parks. This recognized expression of socio-cultural interaction, aside from its moral and ethical implications, bears direct economic repercussions, which, when approached with equilibrium, positively affect the management structure of the national park. The outcomes from (Ghaderi et al., 2023) align seamlessly with the findings of the present investigation and are duly considered in the formulation of an appropriate management framework for tourism enterprises within national parks.

The examination of the publication (Mbise & Sosiya, 2023) reveals that securing the safeguarding and sustainable advancement of protected areas within national parks necessitates fostering an extensive dialogue among all stakeholders: tourism operators, local communities, and relevant governmental entities. The authors also underline the significance of acquainting local residents with the implementation of national park conservation initiatives, fortified by appropriate social support, which can amplify the engagement of local communities in the judicious administration of the studied natural features. The current investigation has yielded comparable findings, underscoring their practical relevance within the overarching framework of ecotourism and the establishment of pragmatic management strategies for national park tourism operators.

The investigation conducted by Gupta et al. (2023) deduced that the welfare of local communities situated within the confines of protected areas in national parks is heavily contingent upon their integration degree within the tourism infrastructure and the management framework of the pertinent natural surroundings. The authors highlight that this socio-economic interrelation is reciprocal, as a substantial engagement level of local inhabitants in the stewardship of national park natural resources can yield not only the preservation and safeguarding of the ecological milieu but also ensure consistent financial proceeds for the execution of environmental conservation initiatives and programs. The factors pinpointed by Gupta et al. (2023) corroborate the outcomes of the present study, which are also embodied in the formulated management system for national park tourism operators.

The examination of the work by Cheng et al. (2022) demonstrates that the effectiveness and financial viability of tourism establishments within national parks are intricately linked to the optimal utilization of natural recreational elements, refraining from an excessive integration of artificial entertainment amenities. These findings align with the outcomes of the present investigation and are suitably interpreted through the development of a well-balanced management framework for tourism enterprises operating within national parks.

The findings of the research conducted by Dosumbaeva & Lee (2023) underscore the significance of carrying out informational campaigns and forging collaborations with local communities to guarantee the effective execution of environmental conservation initiatives and strategies for safeguarding the natural surroundings of national parks. These outcomes from Dosumbaeva & Lee's (2023) study harmonize with the conclusions drawn from the present investigation and are duly integrated into the formulation of a well-rounded management blueprint for tourism operators within national parks.

Therefore, it is important to highlight that the existing literature regarding the management of tourism within national parks occasionally offers fragmented insights that lack a comprehensive overview of establishing a systematic approach to managing tourism operators within the studied natural sites. In contrast, this research comprehensively addresses a diverse array of economic aspects related to tourism service provision. These aspects are meticulously integrated into a structured algorithmic management framework for tourism enterprises operating within national parks (depicted in Figure 3). This framework holds the promise of being adaptable and versatile, capable of accommodating various local circumstances. Its primary aim is to establish a harmonized management structure for the examined natural environments as focal points of tourist activities.

## CONCLUSIONS

The study identified the following key aspects:

- the management of tourism enterprises operating in the territories of natural parks requires a coordinated approach with a reasonable distribution of financial indicators arising from two key areas. The first area includes the development of tourist infrastructure, and the second is the integrated management of natural objects. The latter includes the implementation of measures aimed at preserving the natural environment and cultural heritage, active cooperation with local communities, and other important aspects. Effective administration of tourism businesses within national parks relies on skillfully harmonizing diverse elements, fostering sustainable tourism growth, and safeguarding the integrity of both natural and cultural assets;
- a study of national parks in China and Kyrgyzstan showed that economically developed countries focus on commercialising infrastructure, while in developing countries the demand for expanding tourism services prevails. Overinvestment, regardless of the destination, can negatively affect the operation and profitability of tourism operators. The conclusion is that systemic solutions are needed to support tourism, including the balanced management of park operators. China should invest in the preservation of nature and cultural heritage, work with local communities, and develop infrastructure in a sustainable manner. For Kyrgyzstan, it is important to take into account China's experience in developing tourism, with a focus on infrastructure, and preserving diversity and cultural values. The developed organisational and management framework has the potential to support a universal approach for different countries while contributing to positive changes in profitability and conservation of natural sites;
- global pandemic restrictions have caused dramatic changes in the tourism industry, requiring a rethinking of management approaches and principles of operation of tourism operators. Although there was a temporary resurgence in tourism between 2018 and 2019, the global pandemic has substantially diminished the influx of tourists due to widespread international constraints. There has been a decline in profitability in the Chinese tourism industry, including forecasts excluding the coronavirus pandemic. At the same time, Kyrgyz tourism is recovering and has the potential for sustainable growth, although the impact of the global pandemic continues to be felt in the industry;

- the proposed organisational and management scheme for managing tourism enterprises in national parks provides an adapted system of solutions for providing tourism services in natural sites. This scheme promotes sustainable development and economic efficiency. It includes two areas: tourism management, which includes reservations and financial aspects, and natural site management, which focuses on biodiversity conservation, work with local communities, cultural heritage, and agrarian reforms;
- financial sustainability plays a critical role in the effective management of tourism enterprises within national parks. Balancing revenue generation with responsible financial practices is essential to ensure long-term viability and the ability to reinvest in conservation efforts and infrastructure development. This includes implementing mechanisms for transparent financial reporting, prudent budgeting, and optimizing cost structures to maximize both profitability and the contribution to the preservation of natural and cultural assets. Effective financial management aligns with the overarching goal of sustainable tourism development, where economic benefits are balanced with environmental and socio-cultural considerations.

Future investigations in this field will encompass a more thorough examination of distinct facets within the management framework of tourism enterprises within national parks. This will entail refining financial and profit flow optimization, enhancing methods of engagement with local communities, and formulating proficient strategies for upholding the natural environment and cultural legacy. Additionally, it holds significance to analyze the influence of shifts in global economic and socio-cultural circumstances on the operations of tourism operators within national parks.

Additionally, a comparative analysis of the experience of different countries (except China and Kyrgyzstan) in developing tourism in natural parks will be conducted and best practices from different regions of the world will be studied. This will help to identify common trends and innovative approaches that can be adapted to the specific conditions of the countries under study.

Considering social and environmental factors is equally vital, given that the successful advancement of tourism within national parks must guarantee a beneficial influence on local communities, biodiversity, and the preservation of natural resources.

Further research will help to improve a balanced approach to the management of tourism enterprises in national parks and promote sustainable tourism development with due regard for natural and cultural values.

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## ADDITIONAL INFORMATION

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## ОРГАНІЗАЦІЙНО-ФІНАНСОВІ АСПЕКТИ УПРАВЛІННЯ ТУРИСТИЧНИМИ ПІДПРИЄМСТВАМИ В НАЦІОНАЛЬНИХ ПАРКАХ: КОМПАРАТИВНИЙ АНАЛІЗ КИТАЮ ТА КИРГИЗСТАНУ

Метою дослідження є встановлення організаційних та фінансових аспектів управління туристичними підприємствами в національних парках на прикладі Китаю та Киргизстану.

Ефективне керування туристичними підприємствами на територіях природних парків передбачає ретельно збалансований підхід до розподілу фінансових ресурсів. Запропонована система розподілу становить основу для узгодженого розвитку туристичної інфраструктури та комплексного управління природними цінностями. Висновки, сформувані під час дослідження національних парків у Китаї та Киргизстані, підкреслюють відмінність підходів до управління та фінансування туризму в економічно розвинених країнах порівняно з країнами, які перебувають на етапі розвитку, що вимагає системних рішень для підтримки галузі. В умовах глобальних обмежень, викликаних пандемією, змінено основи підходів до менеджменту туризму, що вплинуло на потоки туристів та прибутковість, але водночас відкрило перспективи для сталого розвитку в майбутньому.

Запропонована організаційно-менеджментна схема формує стратегічний план керування фінансовими аспектами управління туристичними підприємствами в національних парках. Запропонована інноваційна схема є адаптивною до динамічних фінансових викликів сфери екотуризму. Схема менеджменту екотуризму ефективно розділяє труднощі фінансового управління на дві різні, але взаємопов'язані сфери: управління туризмом та управління природними цінностями. Перше охоплює фінансові аспекти, пов'язані з бронюваннями та операційною діяльністю, водночас друге фокусується на збереженні біорізноманіття, підтримці співпраці з місцевими громадами, збереженні культурної спадщини та впровадженні аграрних реформ.

**Ключові слова:** екотуризм, сталий розвиток, пандемія, туристичні оператори, збереження природи, культурна спадщина, Китай, Киргизстан, збалансоване управління, організаційно-фінансові аспекти

**JEL Класифікація:** L8, Z3, F64, N5, O44, G29